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ABSTRACT

This publication profiles public-private partnerships formed to improve the quality and availability of child care. It contains updated information on partnerships profiled by the Child Care Action Campaign (CCAC) in an earlier publication. An introductory section defines public-private partnerships and examines their relevance to child care concerns; discusses the financing of partnerships and the different perspectives of corporate and state leaders; and lists the factors critical to a successful public-private venture. The bulk of the report consists of profiles of 20 public-private partnerships in 18 states. Each profile identifies the name, location, and chief sponsors of the partnership and the type of service offered; provides background information on the origin of the partnership's program; describes the design, current status, and funding of the program sponsored by the partnership; and lists local contacts. Appendixes include a description of current trends in employer supported day care and a list of members of the CCAC National Advisory Board. A seven-item bibliography is provided. (BC)

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MAKING THE CONNECTIONS:

PUBLIC-PRIVATE PARTNERSHIPS IN CHILD CARE

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CHILD CARE ACTION CAMPAIGN
MARCH, 1991
Second Edition

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We also wish to thank:

The CCAC National Advisory Panel, our network of opinion makers from the public and private sectors from all 50 states, the District of Columbia, and Puerto Rico for inspiring this report and for collecting much of the information;*

The CCAC Board of Directors, specifically Sey Chassler, Hillary Rodham Clinton, Judith Fullmer, Marlene Johnson, Kate Rand Lloyd, Gwen Morgan, and Sandra Salyer, who have contributed in various and significant ways;

CCAC Program Interns, Aldina Vazao of Brown University and Kelly Bradley of Bryn Mawr College, who compiled the information; and

Kristin Andersen, who revised the information for the second edition, and Caroline Eichman, who supervised the revision.

Elinor Guggenheimer
President
Child Care Action Campaign

* See Appendix II, page 51 for a roster of National Advisory Panel members who have been especially helpful.

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INTRODUCTION

MAKING THE CONNECTIONS: PUBLIC-PRIVATE PARTNERSHIPS IN CHILD CARE

by Sandra Salyer
Mervyn's, Vice-President
CCAC Board Member

In communities throughout the country, partnerships to improve the quality and availability of child care are blossoming. Private businesses, voluntary organizations and public agencies are marshalling people and resources on behalf of working women and men and their children.

In **MAKING THE CONNECTIONS: Public-Private Partnerships in Child Care,** the Child Care Action Campaign (CCAC) examines the funding, design and status of 20 innovative partnerships from across the country. The report includes programs identified by CCAC's National Advisory Panel, a network of 525 public and private sector leaders from the 50 states, the District of Columbia and Puerto Rico.

The Second Edition

The second edition of **MAKING THE CONNECTIONS: Public-Private Partnerships in Child Care** is testimony to the creativity and determination of child care champions across the United States. The public and private sector leaders instrumental in developing and maintaining the initiatives profiled have moved the concept of public-private partnerships from rhetoric to reality. It was the remarkable interest in the success of public private partnerships expressed by child care advocates, elected officials, and corporate leaders that made it necessary for the Child Care Action Campaign to produce this second edition.

In the eighteen months since the research for the first edition of this report was completed, the programs highlighted have grown and been adapted to best meet the needs of the communities they serve. This new edition contains up-to-date information about each of the partnerships we originally profiled. We contacted each program and asked what changes had been made in the program, what growth had occurred, and what new funding had been developed. Our most remarkable finding: despite the uncertain economy, and the difficulty of finding funds for child care, every program has met its original goal and many have expanded to serve more children, families, or child care providers. In every case, the partnership was able to respond to changing community needs.

The Child Care and Development Block Grant, which provides new federal monies for child care, requires that every community track the development of public-private partnerships. We hope that this volume will inspire other communities to create such partnerships so that more children and families can receive the quality child care they so desperately need, and so richly deserve.

What Are Public-Private Partnerships?

The term "public-private partnership" has become a catch phrase among leaders in both business and government. A public-private partnership is formed when public institutions (federal, state, county and city governments) and private entities (business, the voluntary sector) come together to address their respective child care concerns through a joint venture. A partnership requires that "....the resources of both sectors are used to accomplish one common goal," says CCAC National Advisory Panel Member Shirley Herrick of U.S. Bank in Oregon.[1] Such partnerships, according to CCAC National Advisory Panel Member Don G. Keown of the Principal Financial Group in Iowa, should "....typically involve commitments and obligations (financial or otherwise) on the part of both parties."[2] Another Panel Member from South Carolina calls such partnerships "alliances for action."[3]

Public-private partnerships in child care are different from employer-supported child care benefits. While the latter are, in general, targeted to the employer's own work force, partnerships between business and government may be financed by corporate benefit monies, corporate donations and public sector investments, and tend to be targeted to the community at large.

Why Partnerships in Child Care?

The emergence of child care as a national priority has stimulated the concept of public-private partnerships. Families across the country face tremendous difficulties finding and paying for quality child care. Employers are becoming increasingly concerned about the future of the labor force: the shrinking labor pool, the need to attract and retain workers, and the failure of our educational system to provide a labor force with adequate skills. Public officials eager to address the child care crisis are operating in a climate of fiscal constraints and increasing demands on public resources. These conditions have converged to make child care a public issue as well as a personal concern. Numerous surveys, including a nationwide Louis Harris Survey commissioned by Philip Morris Companies, Inc., show overwhelming public support for public-private partnerships.[4]

At the state level, public officials and corporate leaders alike see partnerships as a way to expand the quality of child care while distributing the costs among those sectors

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[1] Correspondence to CCAC from Shirley Herrick, U.S. Bank, Oregon, May, 1989.

[2] Correspondence to CCAC from Don G. Keown, Vice President, Principal Financial Group, Iowa, May, 1989.

[3] Correspondence to CCAC from Jean James, Executive Director, Greenville's Child, Inc., South Carolina, April, 1989.

[4] "Public-Private Child Care Effort Has Wide Support, Harris Survey Finds," BNA's Employee Relations Weekly. April 17, 1989, Vol. 7, Page 491.

which benefit from an investment in child care. Partnerships in child care and early childhood education were listed as a key priority in a National Conference of State Legislatures survey.[5] The survey report states, "The emphasis in the states on child care....corresponds to an increasing interest in these issues within the business community."[6]

The Financing Aspect

Too often a partnership is defined solely in terms of dollar signs. "How much can we get?" and "How much do we have to give?" But partnerships are not a way of passing the buck from one sector to the other; they are a promising vehicle to finance the expansion of and improvements to child care programs.

Both public and private leaders tend to favor financing the start-up costs of the child care equation rather than the operating costs because they prefer a time-limited investment. However, because child care is a labor intensive industry, a child care program's operating costs, not its start-up costs, tend to be more difficult to finance. As one Connecticut employer put it, "It's the operating costs that kill you."[7]

Successful partnerships enable the parties to leverage financial resources. However, the key is not to shift the responsibility from one sector to another, but to increase the financial support among both partners. Equally integral is the leveraging of human resources, community leadership and the commitment of both partners to identify and implement long term solutions.

Different Expectations?

An investment in child care benefits parents, children, employers and the community at large. At the same time, while the voluntary, public or corporate sectors are potential partners, none of these players wants to be left holding the bag. As CCAC Board Member Gwen Morgan, Lecturer at Wheelock College, argues, "....it is not a foregone conclusion that either partner will understand or support the goals of the other partner."[8]

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[5] Deborah Bernau, Chris Pattarozzi, Noel Rees, Douglas Sacarto, State Issues 1989: A Survey of Priority Issues for State Legislatures. (Washington, D.C.: National Conference of State Legislatures), 1989, Page 37.

[6] Bernau, Page 37.

[7] Donna Euben and Barbara Reisman, Employer Tax Credits for Child Care: Asset or Liability?. (New York: Child Care Action Campaign), 1989, Page 16.

[8] Gwen Morgan, "Public/Private Partnerships." Draft. 1986.

Public and private sector leaders usually come to the partnership table with different means, but similar enough ends: more and better child care. This encourages collaboration. However, partnerships are not easy. Mutual interests have to be defined. Consensus must be reached around important and often complex issues. Finally, an action plan has to be developed, financed, executed and evaluated.

The Corporate Perspective

The corporate perspective is different from the government perspective. Dr. Morgan has found that employers see public-private partnerships as a way to (1) offer the best service possible to their employees; (2) ensure equity in the delivery of services; and (3) target services to areas where their employees live and work.[9] In addition, business wants the image and promotion of the partnership to be private rather than governmental. Moreover, the corporate community tends to want to maintain confidentiality in many cases regarding its employees and monies.

Corporate leaders, in general, seem to view public-private partnerships as a way to provide the initial capital for child care start-up costs, develop a cost effective plan for the provision of child care, and leverage increased public investment in child care. Employers are wary of shouldering the entire child care burden or throwing money down a bureaucratic black hole. Corporate leaders believe that the fundamental responsibility for providing the child care infrastructure is a public one.

As Harry Freeman, former Executive Vice-President of American Express, testified to the U.S. House Select Committee on Children, Youth and Families in 1987:

> The private sector must operate as a partner with the public sector to see to it that the quality and supply of child care meets the growing needs of our nation....The private sector can't do it alone. The private sector needs a partner that can help it build a national consensus on child care. The partner is government.[10]

The State Perspective

Morgan argues that public officials, on the other hand, often view public-private partnerships as a way to (1) shift the financial burden to the private sector rather than increasing financial support and sharing it among all the partners; (2) provide funds to low-income families; and (3) service areas defined by political jurisdictions.[11] Furthermore, government partners expect open access to all partnership information.

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[9] Morgan, Draft.

[10] Harry L. Freeman, "Prepared Statement of Harry L. Freeman, Executive Vice President, American Express Co., New York, New York," Child Care: Key to Employment in a Changing Economy. (Washington, D.C.: Select Committee on Children, Youth and Families), 1987, Page 61.

[11] Morgan, Draft.

government leaders view such partnerships as a way to turn public problems over to business savvy and resources.

However, as CCAC National Advisory Panel Member Sunne McPeak, Contra Costa County Supervisor from California testified to the California Select Committee on Families, Children and Youth in March, 1987:

> "....the leadership and adequate contribution of resources from the public sector are absolutely essential to fostering strong, viable partnerships with the private sector. Government cannot abandon its responsibility and expect it can be done by the private sector alone. It cannot be and should not be a private sector responsibility only...."[12]

The Advantages of Collaboration

While there is no magic formula for success, corporate leaders, child care advocates, and public officials tend to agree that the elements critical for a successful public-private venture include:

o strong, committed leadership;
o a focus on infrastructure development;
o flexibility;
o a strong community base able to function in different neighborhoods; and
o a network of agencies with child care expertise.

All of these factors give the partnership a framework on which to build. They also help reduce the costs and risks of start-up.

Partnerships, if part of an overall child care response, can offer a cost effective approach because partnerships are more able to: pool financial resources from a variety of funding streams; leverage political clout; enhance the creative planning of child care through the integration of different perspectives both from in and outside of the child care arena; create a responsive service to meet the needs of all income groups; and stimulate additional interest and awareness about child care in the community.

MAKING THE CONNECTIONS highlights some innovative programs and emphasizes key components which make them successful. We hope these programs will inspire others and provide some of the tools necessary for replication.

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[12] Sunne Wright McPeak, "Child Care and Public-Private Partnerships: Testimony to Select Committee on Families, Children and Youth." 1987, Page 9.

ARKANSAS
Clarksville Child Development Center

"The public-private partnership that is constructing, funding, and operating the Clarksville Child Development Center is a model for what needs to be done throughout the country....At a time when the United States is the only industrialized country (with the exception of South Africa) that fails to provide a systematic approach to child care, I am pleased that we have made progress in our state."

The Honorable Hillary Rodham Clinton
First Lady
CCAC Board Member
Arkansas .

Program: Clarksville Child Development Center

Location: Clarksville, Arkansas

Lead Sponsor: Child Development Inc. (CDI)

Type of Service: Child Care Center*

Background: As late as 1988, only 19 licensed infant and toddler spaces could be found in all of Johnson County, Arkansas. So when Child Development Inc., a private non-profit organization which manages 20 child care centers in 12 counties in Arkansas, needed to expand its facilities for its Head Start programs, Clarksville, the largest city in the county, seemed the ideal location to establish a larger, more comprehensive child care center. Working together with the city council and corporations based in Clarksville, CDI designed the Child Development Center.

Design: Sara Lee, a major employer in the area, donated four acres of land near its factory for the construction and establishment of the child care facility designed to serve the needs of Head Start participants, as well as other children from the community. The 10,000 square foot center is licensed to serve 151 children, from the ages of six weeks to five years: 65 infants and toddlers and 86 three- to five-year-olds. The Center also offers before-and after-school care, as well as a drop-in sick child care program with 14 spaces. Ms. Jo Ann Williams of CDI says the Center hopes to establish around-the-clock child care services for the children of local employees who work alternative shifts.

Status: The Clarksville Child Development Center opened September 10, 1990. As of November 1990 the center has enrolled 36 infants and toddlers and 70 pre-schoolers. It also cares for 21 children in its after-school program.

*See Appendix I, page 50, for child care options.

Funding: The land for the facilities, appraised at $55,000 in 1989, was donated by Sara Lee. Additional funding for the center came from several sources including: $440,042 from the Arkansas Industrial Development Commission for building costs, $2,500 from Tyson Inc., an integrated poultry processor; $2,500 from Walmart, a department store; $1,000 from Munro & Company, a shoe manufacturer, and $3,000 from parent groups for playground equipment. In addition, Child Development Inc. contributed $26,000 to playground construction, $17,600 for center construction, $14,144 for kitchen and laundry facilities, and $100,000 for furnishings. The City of Clarksville and Johnson County also waived a $2,000 fee for permits and site improvements. In total, $663,783 was raised.

The estimated operating budget for 1990 is $332,391. The Federal government will pay the costs for those children enrolled in Head Start, and Title XX funds will supplement the fees paid by eligible low-income parents. The child care costs of Job Training Partnership Act (JTPA) participants will also be covered by Federal monies. Some parents will be required to pay the full fee of $47.50 per week for infant/toddler care, $53.75 per week for three-to five-year-olds, and $7.50 per week for after school care.

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Current as of 12/90

CALIFORNIA
California Child Care Initiative

"What was magical about the Initiative Project was that so many different players came together saying 'Together we can solve this problem'....that's unique."

Patty Siegel
Executive Director
California Child Care
Resource and Referral Network
CCAC National Advisory Panel Member
California

Program: California Child Care Initiative

Location: California

Lead Sponsor: BankAmerica Foundation

Type of Service: Recruitment and Training of Family Day Care Providers

Background: Discussions in early 1984 between BankAmerica Foundation and Bank of America's Human Resources Division led to the conclusion that child care was a significant issue both externally, as a need in communities where the bank operates, and internally, as a concern of bank employees.

Design: The design of the California Child Care Initiative emerged from the marketplace itself. One of the strengths of California's child care delivery system is its 65 state funded resource and referral (R & R) agencies which connect parents with child care providers. The Initiative took advantage of this institution and found a way to expand the role and function of California's R & Rs by working with the California Child Care Resource and Referral Network to manage and monitor Initiative activities.

The Initiative equips the R & Rs with staff, tools, and training to:
1. conduct a market analysis of local supply and demand and identify the types of care most needed;
2. recruit and screen potential new child care providers;
3. train new and existing providers in the delivery of quality care;
4. provide technical assistance to new providers in program start-up and meeting state licensing requirements and local codes; and
5. provide ongoing support to help new providers stay in business.

Status: Following the development (1985) and pilot phases (1986), the project expanded in 1987 to 16 agencies serving 10 counties. The rural demonstration phase in 1988-89 added four more agencies and counties. With funding from the Ford Foundation and others, the replication phase was launched in January 1988 to assist

communities in California and other states to test the replicability of the program's supply building and funding partnership strategies. In October 1989, the California Initiative started 11 new projects in 12 counties, with local public and private funders contributing over $233,000 which was matched on a 1:1 basis with grants from the statewide Initiative Fund. In 12 months, the projects exceeded their recruitment goals by 59%, raised an additional $215,000 in local match monies and were funded for a second year of operation.

In the five years from pilot to replication, the Initiative has generated 2,700 new licensed family day care providers and over 10,800 child care spaces. Over 13,000 new and experienced providers have been trained in delivering quality child care programs. In 1990, the Ford Foundation selected and funded the Michigan 4C Association and the Oregon Child Care Initiative to replicate California's successes. (see pg. 26 for a profile of the Michigan initiative.) Their programs are adapted to the particular needs and circumstances of their funders, communities and child care systems. Local sites have been selected and supply building activities are or will soon be underway.

Funding: A total of 123 local and statewide funders have contributed over $4.14 million to the California program since 1985. Major private sector funders include: The Ford Foundation; American Express Foundation; BankAmerica Foundation; Mervyn's; Pacific Telesis Foundation; Wells Fargo Foundation; Chevron U.S.A. Inc.; General Telephone of California; California Community Foundation; Pacific Gas and Electric Company; The Clorox Company Foundation; David and Lucile Packard Foundation; The Ahmanson Foundation; and TRW. Major public sector funders include the State of California and the U.S. Department of Health and Human Services, and over 25 cities and counties. The San Francisco Foundation acts as the fiscal intermediary for the Initiative as part of its in-kind contribution to the project.

Local Contacts:

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Current as of 12/90

COLORADO
Outreach United Resources (OUR) Center

"It's wonderful. I've dreamed about something like this where everybody comes together to make it possible. There's a piece of the public, a piece of the private and volunteers involved in this."

The Honorable Betty Swenson
State Representative
Colorado

Program: Outreach United Resources (OUR) Center

Location: Longmont, Colorado

Sponsor: Outreach United Resources (OUR)

Type of Service: Infant and Toddler Child Care Center

Background: Outreach United Resources (OUR), a community organization made up of 35 Longmont church communities designed to meet basic human needs, coordinated a child care group to assess the needs of Longmont's working parents. The group's study revealed a severe shortage of infant and toddler care – no licensed center in Longmont accepted infants (children under the age of one) – as well as a general lack of affordable, quality child care for families with low to moderate incomes. Other groups, including the Social Services Child Care Unit, Boulder Children's Services, Colorado State's First Impressions Program, and the Mile High United Way Child Care Unit, became interested in the community's child care difficulties and assisted OUR in its search for a solution. OUR decided that the establishment of a child care center that served infants and toddlers at minimal rates was essential.

Design: The OUR Child Care Center opened in March 1989. The center serves 23 infants and 22 toddlers and is located in a former U.S. Post Office Building, which was declared an historical landmark in 1988. By choosing this site, OUR was able to both preserve the unused building, as well as take advantage of grants and contributions provided by those agencies and organizations committed to preserving the downtown community. These grants and contributions provided some of the capital required to construct the center and, in turn, permitted the Center to charge fees low enough to serve the child care needs of Longmont's less affluent community. Half of the clients of the Center are referred through Colorado's Department of Social Services. Another five spaces are reserved for the children of parents participating in a teen parenting program in the St. Vrain's School District. The remaining openings are available to children in the community on a sliding-scale fee basis. Except for two spaces at full cost, parents must have incomes below $25,000 to participate in the program. Because of the Center's emphasis on infant and toddler care, children are referred to other centers in the area on their third birthdays.

Status: Although the center was specifically established to serve infants and toddlers, the Director of the OUR center Kim DePree, notes a gap in services for three- and four-year-olds, specifically those in half day programs such as Head Start. As a result he hopes that the center can expand to meet the needs of these children. The OUR center is also working with the County of Boulder Health Department in its New Growth Clinic to help identify and provide appropriate care for infants diagnosed as "failure to thrive." In addition, a Mentor Program is being developed to provide parents with a resource/support person in the community to help with child care in emergencies.

Funding: The facilities were established with: $200,000 from a Community Development Block Grant from the City of Longmont; $30,000 from a Downtown Development Authority Grant; and $10,000 from the St. Vrain Historical Society.

The annual budget of the Center is approximately $250,000, half of which is generated by user fees. The Department of Social Services pays the expenses for children referred by its office. The remaining clients are charged on a sliding scale basis, with fees ranging from $50 to $305 a month. A $20,000 grant from the United Way supplements parent fees. Local fundraising contributes about $30,000 a year for operating expenses. Major contributors to the operating budget include the Twin Peaks Rotary Club ($10,000), the County of Boulder ($10,000) and the City of Longmont ($10,000).

Local Contacts:

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OUR Child Care Center
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Current as of 12/90

CONNECTICUT
Connecticut Consortium for Child Care (CC4CC)

"Public-private partnerships are essential in the 1990's to solving the child care dilemma. It can't just be government or business. It has to be everybody, because they're everybody's children."

Susan Norris
Director of Child Care Services
United Way of Connecticut
Connecticut

Program: Connecticut Consortium for Child Care (CC4CC)

Location: Connecticut

Lead Sponsors: United Way of Connecticut, Capitol Region Education Council

Type of Service: Resource and Referral

Background: In 1980, representatives from prominent corporations in the Hartford area, together with the Director of Connecticut's Department of Human Resources, held a series of meetings to discuss the child care needs of corporate employees. They developed an employee survey of seven downtown Hartford corporations which revealed employees' dissatisfaction with their current child care arrangements. Shortly after, in 1982, a core group of Hartford vendors – Connecticut Bank & Trust Co., Connecticut National Bank, Hartford Steamboiler, and the Travelers Corporation – worked with the Capitol Region Education Council (CREC), The United Way of Connecticut, and the Junior League of Hartford to expand an existing resource and referral (R & R) service called the United Way Infoline. Aided by state funds the regional child care consortium evolved into CC4CC which now serves the entire state.

Design: The goal of the Consortium is "to increase the availability of accessible, high quality child care for all Connecticut families." To this end, the Consortium provides a spectrum of services to its members, including resource and referral (R&R) services, parenting seminars and resource development.

Consortium members represent various sectors. State agencies include: Connecticut Department of Human Resources; Capital Region Education Council; Connecticut Department of Health; and Connecticut Department of Education.

Corporate partners include: Aetna Life & Casualty; American Cyanamid Company; Blue Cross/Blue Shield of Connecticut; CIGNA; CM Alliance; Combustion Engineering; Connecticut Bank & Trust Company; Connecticut Business and Industry Association; Connecticut National Bank; Day, Berry, and Howard; Hartford Courant; Hartford Insurance Group; Heublein; IMO-Delaval; Mechanics & Farmers Savings Bank; Northeast

Utilities; Otis Elevator; Pratt & Whitney Group; Richardson-Vicks, USA; The Travelers Insurance Co.; Union Trust; United Technologies Corporation; Waldenbooks; and Westport Bank and Trust. McDonalds and SNET joined as Corporate Partners in 1990.

Status: Ms. Claudia Shuster of Capitol Region Education Council noted the different aspects of the project emphasized by the various members of CC4CC: The State has committed funds for quality training programs, while corporations, like Aetna Life & Casualty, are primarily interested in funding the provider recruitment process.

Funding: Operation of the United Way Infoline was funded by the State prior to the establishment of the Consortium. In 1982, contracts for services, worth approximately $35,000, from the four original corporate members allowed the Consortium to channel child care information from the Infoline directly to employees of the participating Hartford companies. The program was able to expand into a statewide agency through funding from the Connecticut Department of Human Resources. Private corporations also purchase services of the Consortium.

Local Contacts:

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Current as of 12/90

FLORIDA
Satellite Learning Center

"We were eager to embrace the concept [of shared funding for a school] from the beginning.... The Satellite Learning Center reflects our overall corporate thinking. We have had such a great experience with our child care operation, it was a natural evolution for us."

Philip J. Sharkey
Senior Vice President of Human Resources
American Bankers Insurance Group
Florida

Program: Satellite Learning Center

Location: Dade County, Florida

Lead Sponsors: Dade County Public Schools, American Bankers Insurance Group

Type of Service: Public School On-Site Kindergarten, First, and Second Grades; Before and After-School Care

Background: Dade County is the fourth largest school district in the United States and its classrooms suffer from overcrowding, particularly in the lower grades. In June, 1987, then Superintendent of Schools, Joseph A. Fernandez, proposed to members of the Greater Miami Chamber of Commerce that early elementary classrooms be built on the grounds of large employers as a way for the community to: reduce class sizes and the cost involved in building new schools; ease transportation costs; improve student integration; and encourage better parent-student-teacher communication.

The American Bankers Insurance Group (ABIG), which employs over 1,000 people at its international headquarters in Miami, has offered on-site child care for its employees' children (aged six weeks to six years) since 1984. Pleased with the success of its own child care program ABIG took up Fernandez's challenge.

The Dade County Public Schools signed a five-year contract with ABIG, with the approval of the United Teachers of Dade County, the exclusive bargaining agent for local teachers, to share the funding of a new public school facility to be built on the grounds of ABIG. It was also agreed that the facility would be administered by a lead teacher in cooperation with the principal of a nearby host school.

Design: The ABIG Satellite Learning Center started its first year (1987-88) offering only kindergarten. ABIG then added a first and a second grade during the two following years. The Satellite Learning Center is linked to nearby Cutler Ridge Elementary where students attend special events such as school assemblies or holiday presentations. Care is available starting at 7:15 A.M., classes are held from 8:00 A.M.-2:00 P.M., and after-school

care is provided until 6:15 P.M. The before and after-school care is provided by paraprofessionals employed by the school system.

The school district was originally concerned that the ABIG Satellite Learning Center would not meet desegregation requirements. However, the work place site proved far more integrated than most neighborhoods. The school's student population is one third black, one third Hispanic, and one third white non-Hispanic students.

Status: There are currently 83 students enrolled in the Satellite Learning Center. The Center also offers summer school and child care services during school vacation and teacher holidays.

In 1988, Miami International Airport and Miami-Dade Community College (North campus) replicated the ABIG satellite learning center program.

Funding: ABIG is responsible for the grounds, building, utilities, security and custodial services, and half of the $1.4 million liability insurance. ABIG spent $325,000 on building the facility which includes: three classrooms, a resource room (library/computer lab), a clinic, and a teacher planning room.

The Dade County Public School District provides the teachers, furniture, supplies, lunches, and the remaining half of the liability insurance. Parents are responsible for transporting their children to and from school and pay a fee for the before and after-school care.

Local Contacts:

Linda Vann
Director of Children's Services
American Bankers Insurance Group Child's Place
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Miami, Florida 33157
(305) 253-2244 x1128

Dr. Frank R. Petruzielo
Associate Superintendent
Dade County Public School
Bureau of Professionalization
1450 Northeast Second Avenue
Miami, Florida 33132
(305) 995-1497

Current as of 12/90

GEORGIA
Family to Family

"We're really excited about ["Family to Family"]....The providers are responding well and parents are beginning to get more involved in the process....Mervyn's had a really good idea to direct their giving in order to get the most bang out of their contribution. It was really farsighted."

Ann Zavitkovsky
Family to Family Coordinator 1988-1990
Save the Children Federation
Georgia

Program: Family to Family

Location: Atlanta, Georgia

Sponsors: Mervyn's Department Stores and the Dayton Hudson Foundation

Type of Service: Recruitment and Training of Family Child Care Providers

Background: Out-of-home care is a reality for today's child, especially in low and moderate income families. Most children in out-of-home care are in family child care, making it the number one choice of parents nationwide. At the same time, family child care is also the least regulated, least supported form of child care. As a result, the family child care profession suffers from high rates of staff turnover and inconsistent quality.

Family to Family is a special project designed by the Dayton Hudson Foundation and Mervyn's to improve the quality of family child care. Through Family to Family, Mervyn's and Dayton-Hudson have committed $3.7 million over a four year period which began in 1988, to train and accredit family child care providers, as well as educate consumers about quality child care. Atlanta's efforts are part of an overall strategy in 15 Family to Family communities to train a total of 4,000 providers, 2,000 of whom will be newly recruited, and to promote quality care by accrediting 900 programs. The 15 communities include Tucson, Arizona; Alameda, Orange and Sacramento Counties in California; Denver, Colorado; Michigan (see page 26); Oregon; Dallas and Houston, Texas.

In Georgia, the Family to Family effort is administered by the Save the Children Federation.

Design: Family to Family in Atlanta has three major goals: to train 270 family child care providers, 140 of whom are newly recruited; to educate parents as consumers of quality child care; to promote the institutionalization of the Family to Family program within the existing child care system.

Family to Family in Atlanta offers a comprehensive training course to family child care providers at community based sites throughout Atlanta, including the Georgia Cooperative Extension Service (the outreach arm of the University of Georgia) and the vocational technical schools of the Georgia Department of Education.

Status: In the two years that the Georgia project has been operating a total of 300 providers have been trained. Of these, 172 were newly recruited, 67 in the first year and 105 in the second. Currently, 118 providers are in the process of completing their training. Ten providers were trained and received accreditation from the National Association for Family Day Care providers in the first year with an additional 19 applications for accreditation pending in the second year. In addition, 19 providers attended a professional development workshop and 6,500 parents began to receive periodic newsletters. The Family to Family project also extended its scope in the second year of operation. It now encompasses DeKalb, Fulton, Gwinnette, Cobb, Cherokee, and Valdosta counties.

Funding: Family to Family's operating budget of $201,836 is funded by Mervyn's/Dayton Hudson Foundation.

Local Contacts:

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Family to Family
Save the Children of Atlanta
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Atlanta, Georgia 30309
(404) 885-1578

Sandra Salyer, Vice-President of Public Affairs
Mervyn's/Dayton Hudson
CCAC Board Member
25001 Industrial Blvd.
Hayward, California 94545
(415) 786-8892

Current as of 12/90

MAINE
Child Care Development Project

"By combining targeted financing through loans and small grants with business management assistance, and training in early childhood education and care, new child care of high quality will be created. The project is grounded in the belief that these three components are necessary to promote quality, affordable child care in Maine."

Shelby Miller
Program Officer
The Ford Foundation
New York

Program: Child Care Development Project

Location: Maine

Lead Sponsor: Coastal Enterprises, Incorporated (CEI)

Type of Service: Recruitment and Technical and Financial Assistance to Child Care Providers

Background: In 1987, Coastal Enterprises, Inc. (CEI), a private, non-profit community development corporation and the Maine Department of Human Services, Office of Child Care Coordination, conducted a survey of child care providers. The survey found the need for technical and financial assistance to providers, particularly those in rural areas.

Maine's Governor John McKernan and the state legislature responded by committing new funds to start Resource Development Centers for child care resource & referral (R & R). In addition, Coastal Enterprises Inc. received $230,000 from the state to establish a revolving loan fund for child care facility development and to make direct grants to employer-supported child care projects. With matching funds from the Ford Foundation and additional corporate support, the Child Care Development Project (CCDP) was created.

Design: CCDP has two major functions: to offer financial and management assistance to child care providers, and to create quality child care spaces, many of which must be made available to low-income families. One-to-one matches are secured from other private sources, either in the form of money or in the form of goods, such as land, or other services. Revolving loan funds, ranging from $1,500 to $150,000, are awarded to providers with plans to start-up or expand their child care center or family day care home. Management education and assistance is another service CCDP offers to its clients. CCDP leads workshops on the business aspects of child care, and has completed a "How To" manual for providers.

Status: Since the initiative began grants to child care businesses, ranging from $500 to $30,000 have been made. As of September, 1990 eight Aid to Families with Dependent Children (AFDC) recipients have received, or are targeted to receive, loans from the revolving loan fund. In addition, eight other providers with low incomes (150% of the poverty level) will be receiving assistance.

As of September, 1990,900 new child care spaces were created and 500 were enhanced through the efforts of CEI/CCDP, of which 330 are for children of low-income parents. As of September 1990 all 330 spaces were filled by the children of low income parents.

Funding: The Maine state legislature contributed $230,000 to CCDP for the development of a Revolving Loan Fund (RLF), which, when combined with private monies, mostly from the Ford Foundation, grew to $500,000. The legislature has also allotted $70,000 to CCDP specifically for grants to employer and community supported child care projects.

Additional support from the private sector for the project comes from the Ford Foundation, UNUM (Union National) Charitable Fund, Key Bank, Central Maine Power, the Charles Stewart Mott Foundation, and American Express/IDS. The Maine Department of Health and Human Services also gave CEI a $396,000 grant for child care.

To further expand its loan and grant program, CCDP has utilized other resources of its parent organization, CEI, such as the Enterprise Fund, an assistance program for women operating small businesses, and the Intermediary Re-lending Program, a low interest loan for child care ventures from the Farmers Home Administration. As of September, 1990, $1,400,000 in loans and grants was approved through CEI, or directly by CCDP, to child care centers and family day homes. Four hundred thousand dollars came directly from CCDP's Revolving Loan Fund. In addition, private banks provided $3,500,000 to complement CCDP investments. As of September, 1990, 42 providers have been funded.

Local Contact:

Jeannie M. Hamrin, Project Manager
Child Care Development Project
Middle Street, P.O. Box 268
Wiscasset, Maine 04578
(207) 882-7552

Current as of 12/90

MARYLAND
About Time Child Care Partnership (ATCCP)

"I really hope this is an idea that catches fire; I hope that other areas can replicate this type of public private partnership. It can be a very successful and exciting venture for all involved."

Jane Lane
Vice President of Marketing
First Financial of Maryland
Federal Credit Union
Maryland

Program: About Time Child Care Partnership (ATCCP)

Location: Baltimore County, Maryland

Type of Service: After-School Child Care

Lead Sponsor: First Financial of Maryland Federal Credit Union

Background: First Financial, a credit union which serves primarily educational organizations such as the Baltimore Teachers' Association, recently decided to focus its corporate giving in the area of education. It sought program direction from a committee it created composed of representatives from the Board of Education, local community colleges, and the Baltimore County Office of Children. Following the Committee's recommendations, the About Time Child Care Partnership was formed and school-age child care programs were targeted for development and expansion.

Design: While there are several licensed after-school programs in the County, there is not enough supply to meet demand. The About Time Program will increase the number of available child care spaces by renovating presently unusable space in four community colleges located in different sections of the County. Each site will serve 20 to 40 children. The Partnership will also develop summer camp programs.

All school-age programs will be operated and administered by the County Office of Community Development, through the Office for Children. Transportation will be provided by the Baltimore County School Board for children from local public elementary schools who are enrolled in the program.

Status: The first expanded center is operating at its full capacity. It serves an additional 20 children and is currently operating out of Dundalk Community College. The remaining three centers are scheduled to open within the next two years.

Funding: First Financial of Maryland Federal Credit Union will allocate 10% of the interest charges on its Visa and Master Card accounts, which translates into approximately $1,500 a month for the Partnership.

First Financial has committed over $35,000 to provide the necessary start-up money for the first four ATCCP Centers. In addition to paying renovation costs incurred with expansion, First Financial will pay all first year expenses not covered by tuition.

By selecting government sites – community colleges are state sponsored – First Financial is able to limit its overhead costs because the Office for Children does not pay rent for use of community college buildings.

After the first year, the programs will be funded entirely by other private donations and tuition fees assessed at the fair market rate, which is approximately $30-$40 a week. The Credit Union plans to solicit other community businesses for donations, and for that purpose has loaned the services of its marketing department to the Partnership. In-kind contributions, such as toys from local toy manufacturers, are also being solicited.

First Financial projects that the centers will become self-supporting, with parent fees providing the money for future operating expenses. When new contributions begin to flow, First Financial hopes to establish a subsidy fund to offset part of the tuition costs for low-income parents.

Local Contacts:

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Baltimore, Maryland 21222
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Jane Lane, Vice-President of Marketing
First Financial of Maryland Federal Credit Union
1215 York Road
Lutherville, Maryland 21093
(301) 321-6060

Current as of 12/90

Maryland
Maryland Employers Advisory Council on Child Care

"Essentially, it is in the business community's self-interest to concern itself with the child care issue. In the long term, addressing the needs of children is an investment in our society's future."

Sanford I. Weill
Chairman, President and Chief Executive Officer
Primerica
New York

Program: Maryland Employers Advisory Council on Child Care (MEACCC)

Location: Maryland

Lead Sponsors: Maryland Committee for Children, Maryland Department of Human Resources

Type of Service: Child Care Resource Centers

Background: The Maryland Employers Advisory Council on Child Care (MEACCC), under the founding leadership of Sanford I. Weill, President, Chairman and Chief Executive Officer of Primerica, was conceived by the Maryland Committee for Children, a private, non-profit organization, with the support and interest of Governor William Donald Schaefer. The original purpose of the Council, comprised of a select group of Maryland's corporate, union and government leadership, was to apply the insight of Maryland's business and labor leaders to the development of an effective business plan for improving child care delivery throughout the state.

Design: The Council analyzed the state's child care system and proposed a plan to increase the availability of affordable, quality child care. The core component of the plan developed by the Council is a network of community based Child Care Resource Centers (CCRCs) intended to strengthen and expand child care resources. The plan also provides for a statewide Child Care Resource Center to coordinate and offer technical assistance to the community centers.

In 1988 the MEACCC proposed the plan to Governor Schaefer who accepted it and consequently supported its proposal to the Maryland General Assembly. In 1989 the General Assembly appropriated the necessary funds for the start up of the project.

Status: The initial three year demonstration project to establish a Statewide Child Care Resource Center and three regional CCRCs, one each in urban, suburban and rural settings began in October 1989. At this time MEACCC transitioned into an Advisory Board for the Network under the Chairmanship of Richard E. Hug, Chairman of the Board of Environmental Elements Inc.

Currently, all three CCRCs are in operation. One in Hagerstown (serving the rural northwest counties of Garret, Allegheny, and Washington), one in Prince George's County (serving a suburban area) and one in urban Baltimore city under the direction of the Maryland Committee for Children. The Maryland Committee for Children also serves as the state wide Child Care Resource Center and is charged with facilitating and supervising the development of the network, providing technical assistance to the regions, and raising funds to support the project. Based on the results of the demonstration project, the establishment CCRC's throughout the State will be pursued.

Highlights of the operating CCRC's services include: helping parents to find child care through resource and referral programs; working to improve the quality of child care by providing training to child care providers; increasing the availability of child care programs through marketing and community planning efforts; providing technical assistance to prospective child care operators; helping interested employers to evaluate and implement a variety of work/family programs; enabling interested parents to improve their parenting skills; and providing statistical information on the status of child care in order to increase public awareness.

Funding: Funding for the program is generated from the public and private sectors. The total cost of the demonstration program is estimated to be $7,000,000. The members of the Network's Advisory Board are expected to raise just over one third of the project's cost privately through individual, corporate, and community philanthropy. Additional funding will be derived from user fees and contracts for service. Maryland's Governor Schaefer and Maryland's General Assembly approved funding for two-thirds of the project's first year cost (1989), and 60% of its second year cost (1990). Appropriations for the third year (1991) of operation will be considered in the upcoming Assembly session. Business leaders have committed to raising the difference.

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Current as of 12/90

MASSACHUSETTS
Massachusetts Industrial Finance Agency
Child Care Facilities Loan Fund

"We were the first MIFA direct day care loan. Our Child Care Center would not be here today without that loan. We were at the end of our rope, looking for the last $35,000 and the MIFA idea surfaced....[it] made our Center happen. It was an excellent example of a public-private partnership."

Anthony R. Sapienza
Vice President, Manufacturing
Southwick, Grieco Brothers, Inc.
CCAC National Advisory Panel Member
Massachusetts

Program: The Massachusetts Industrial Finance Agency Child Care Facilities Loan Fund

Location: Massachusetts

Sponsor: The Massachusetts Industrial Finance Agency

Type of Service: Low interest loans

Background: The Massachusetts Industrial Finance Agency (MIFA), a quasi-public corporation established in 1978 by an act of the Massachusetts State legislature, provides a number of financing vehicles for the Commonwealth's small businesses, manufacturers, and not-for-profit institutions to encourage business development. In essence, MIFA serves as a public sector investment bank for the Commonwealth. The authority granted MIFA allows it to act as a link between the Commonwealth's public and private sectors to create an increased investment in the State's business, cultural, and educational resources.

MIFA identified human resources as a priority area for investment, specifically programs targeted to parents whose productivity was affected by the lack of child care. In response, MIFA established the Child Care Facilities Loan Fund to address the gaps in the State's child care delivery system. Created in 1986, this revolving direct loan fund offers low interest loans to child care providers and businesses, including consortia of companies and not-for-profit institutions, for the acquisition, construction, renovation and/or purchase of permanently installed equipment for corporate sponsored child care facilities.

Design: MIFA offers loans at a maximum of $250,000 per applicant. Depending on credit considerations, rates are typically half-a-point above the current yield on five year U.S. Treasury Securities. To be eligible for a Child Care Facilities Loan, applicants must

meet several programmatic and financial requirements. These include:

- o initially, 50% of a center's child care spaces must be filled by the children of employees of the sponsoring company (s);
- o the project must comply with the necessary licensing requirements set by Federal, state, and local agencies;
- o the project must demonstrate financial, market, and management feasibility;
- o the sponsoring organization is required to make a 10% equity contribution based on the total project cost or an equivalent commitment to support operating costs; and
- o the sponsoring organization must demonstrate that MIFA participation is crucial to the financial viability of the project.

Projects that meet the recommendations of the Massachusetts' Governor's Day Care Partnership and/or have the support of community organizations will be looked upon more favorably. In addition, loans are directed at industrial and commercial enterprises as opposed to community and service agencies.

Status: To date, MIFA has financed ten loans totaling $1,345,800 with $1,235,000 currently outstanding leaving $380,000 left in the fund. There have been no defaults. These loans have been used primarily to fund the start-up costs of new centers. MIFA has approved loans to a broad range of applicants including child care providers, hospitals, and a consortia of companies in an industrial park. Although MIFA's borrowers have chosen different routes to provide child care, from on-site to contracting to expand spaces in an existing center, the sponsoring organization must guarantee that 50% of the spaces will be filled by the children of employees from a sponsoring company. In this way, MIFA hopes to make quality affordable child care more available to the Commonwealth's work force.

Funding: In 1988, MIFA increased the original $750,000 in the loan fund to $1.5 million. The MIFA Child Care Loan Fund is supported by the fee for service MIFA charges when providing financial services.

Local Contact:

Andrew W. Kahn, Program Manager
Massachusetts Industrial Finance Agencies
75 Federal Street
Boston, Massachusetts 02110
(617)451-2477

Current as of 12/90

MICHIGAN
Michigan Child Care Initiative

"For a retailer as closely identified with families as Mervyn's, child care is a fundamental issue. We hope this initiative ensures that family child care continues to be the best buy for parents seeking affordable and quality care for their children."

John Gardner
Mervyn's
District Manager
Michigan

Program: Michigan Child Care Initiative

Location: Michigan

Lead Sponsors: Mervyn's Department Stores

Type of Service: Family Day Care Provider Recruitment and Training

Background: In 1985, a state survey conducted by the Michigan Women's Commission emphasized the urgent need for the coordination of child care services at the state level as well as the development of a greater number of quality child care spaces, specifically for infants and toddlers. Mervyn's, a department store chain with eight stores in Michigan, responded with a proposal to increase the supply of qualified child care providers in the state.

Design: The Michigan Child Care Initiative, developed in 1988, focused on increasing the supply and training opportunities of family child care providers. Local resource and referral (R & R) agencies as well as school districts and other agencies involved in training and recruitment of child care providers were invited to submit proposals. Each proposal outlined how the agency would increase the supply of child care providers in the area by at least 5%.

The Michigan 4C Association, a statewide child care organization, administered the grant program and monitored the training activities of the grant recipients.

Status: The activities of the Initiative resulted in 151 new providers completing the State's licensing process. In addition, 934 new and existing providers were trained. Each grant recipient designed a specialized training program with instruction time ranging from two to 20 hours. Of the newly trained providers, 227 received at least 15 hours of training, and 186 received ten to 15 hours of instruction.

As a result of the Michigan Child Care Initiative, Mervyn's selected Michigan as one of its 15 "Family to Family" child care initiative sites to build on the efforts of training and

promoting quality family child care. From November 1989 to November 1990, the first year of "Family to Family", 250 providers received at least 15 hours of training. Services are also available to help providers become accredited or credentialed. As a result 145 of the new providers have become licensed or registered, or are in the process of doing so.

The success of the Michigan Child Care Initiative encouraged the Michigan 4C Association to seek further funding to continue its efforts in building the supply of child care. In March of 1990 the Ford Foundation contributed $300,000 over two years in seed money earmarked to address the recruitment and training of child care providers. As a result, the Michigan Child Care Futures Project was developed and now provides services at eight sites. As of October 1990 the Futures Project had reached 441 potential new family day care providers. In addition, 63 new providers had completed the regulation process and 82 had entered the process for regulation. An additional 82 providers had also completed at least 15 hours of training. The Futures Project has also enabled Michigan 4C to expand its recruitment and training into the areas of the state, including Southwest Detroit, where there have been no recruitment and training efforts to date.

Funding: Mervyn's provided $238,000 to the Michigan 4C Association to organize and administer the Michigan Child Care Initiative which provided services at seven sites. In addition Mervyn's is funding the "Family to Family" initiative with a grant of $241,000. "Family to Family" will provide services at five sites.

Local Contact:

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Current as of 12/90

MINNESOTA
Success by 6*

"Success by 6 reflects a visionary approach to assuring that the basic health and developmental needs of all young children in our community are met. What makes it particularly unique is the active participation by corporate, government and non-profit leaders in the design, funding and ongoing oversight of the initiative. Success by 6 has become the symbol of a growing children's ethic in the Minneapolis area."

The Honorable Marlene Johnson
Lieutenant Governor, 1982-1990
CCAC Board Member
Minnesota

Program: Success by 6

Location: Minneapolis, Minnesota

Lead Sponsors: United Way of Minneapolis Area; Honeywell, Inc.

Type of Service: Provide support for efforts to coordinate and increase access to children's services

Background: United Way of Minneapolis Area volunteers developed Success by 6, an initiative designed to identify and implement strategies to overcome the barriers to early childhood development. The goal is to ensure that, by age six, all children can function successfully in school, thereby giving them a better chance of becoming productive members of the work force.

In a joint effort of business, social service, government, and community leaders, Success by 6 identified five key barriers to development: (1) the crisis remains largely unrecognized; (2) poverty increases difficulties parents have in providing a healthy environment; (3) providers of services often have insufficient understanding of the cultural differences among families they serve; (4) current knowledge of what is needed to ensure healthy growth and learning is not communicated in ways that are understood; and (5) there exists no cohesive structure through which parents can gain the services they need.

Design: Success by 6 developed 10 "Action Strategies" to fulfill the goals of building community awareness, improving service access for all families with young children, and expanding public-private collaborative efforts to develop an integrated and culturally sensitive system of services. The strategies include: (1) initiating a comprehensive public awareness program; (2)creating a bipartisan legislative package focusing on families and young children; (3) developing a strategy for employers to better support workers with

*Registered Trademark

young children (4) coordinating neighborhood-based services for children from conception to age six, starting in one neighborhood with plans to replicate in 11 others; (5) increasing opportunities for all parents and caregivers to expand their knowledge of early childhood development; (6) increasing the percentage of healthy births by focusing on reducing barriers to quality prenatal care; and (7) establishing and promoting a centralized information base about gaps in service including the employment and geographic variations in service resources available.

To expand public-private collaborative efforts, in particular, they propose to: (1) increase the commitment of top community leaders and institutions to address the issue; (2) seek local sponsors to encourage replication of Success by 6 concentrating on suburban areas; and (3) build broadened collaborative support and recognition for effective, culturally sensitive, early childhood programs.

Status: As of September 1990, considerable progress has been made in the implementation of all the action strategies. Some of the highlights include: a legislative action agenda, drafted and promoted with the cooperation of 33 organizations resulted in the passage of state legislation for an additional $55 million for children; a community network designed to disseminate information and action alerts about children's legislation has been formed; a plan has been approved to provide the members of the Greater Minneapolis Chamber of Commerce with information on work and family issues that have an impact on productivity and solicit feedback on such issues facing member companies; Phillips TLC, a prenatal care and education program located in the Phillips neighborhood, now serves 209 women and 74 infants; 11 "Tools for Success by 6" projects have been implemented to help parents better understand and encourage the healthy development of their children; and the Hennepin County Medical Society has agreed to take a leadership role in implementing a plan to address barriers to prenatal care.

In addition, the efforts of Success by 6 to build community partnerships and increase the commitment of business and community leaders has been successful. A high school program for teen parents, New Vistas, has opened at Honeywell's corporate headquarters involving several corporate and community partners; seven workshops exploring cultural diversity and awareness have been held; a full scale public awareness program has been developed and implemented including television and radio advertising, posters, billboards, a speakers bureau, and literature, including national magazines; and replication of Success by 6 has begun in suburban areas.

Funding: United Way of Minneapolis provided $900,000 in 1989 and 1990 to Success by 6. Honeywell has and will continue to contribute employee time and financial support including $150,000 in 1990 for Success by 6.

Other Success by 6 partners include: Catholic Charities; Child Net; Citizens League; Family & Children's Service; Glenwood Lyndale Community Center; Greater Minneapolis Day Care Association; Greater Minneapolis Council of Churches; Harry W. Davis Foundation; Junior League of Minneapolis; League of Women Voters; Metro Council Minority Advisory Committee; Minneapolis Foundation; Parents in Community Action; Sheltering Arms Foundation; The Pillsbury Company; Urban Coalition; City of

Minneapolis; Minneapolis Chamber of Commerce; Minneapolis Public Health Department; Minneapolis Public Library; and Minneapolis Public Schools Youth Coordinating Board.

Local Contacts:

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(612) 340-7686

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Current as of 1/91

NEW YORK
Garment Industry Day Care Center of Chinatown

"If low-income families are to benefit [from child care initiatives], government must continue to step in, or else quality child care will remain an option only for the wealthy."

Susan Cowell
Vice President
International Ladies' Garment Workers' Union
CCAC National Advisory Panel member
New York

Program: Garment Industry Day Care Center of Chinatown

Location: New York City, New York

Lead Sponsor: International Ladies' Garment Workers' Union (ILGWU)

Type of Service: Child Care Center

Background: In 1982, a survey of New York City ILGWU Local 23-25 members, the majority (85%) of whom are women, revealed that many garment industry employees were dissatisfied with their present child care arrangements, or had no child care at all. Moreover, many of the predominately Chinese members expressed a preference for organized child care centers, as opposed to care by relatives, because the former provided the children with much-needed exposure to English.

ILGWU broached the subject of child care during contract negotiations with the Greater Blouse, Skirt, and Undergarment Manufacturers Association, which represents about 450 employers in the textile business. As part of a separate but related arrangement, "Greater Blouse" agreed to participate in a joint venture with the City's Agency for Child Development (ACD). The result: The Garment Industry Day Care Center of Chinatown.

Design: Established in 1983, the center accommodates from 70 to 80 two- to six-year-olds, all of whom are children of ILGWU Local 23-25 members. The center operates between 8 A.M. and 6 P.M. each weekday. A private community group, the Chinese/American Planning Council, operates the program with a bilingual (Chinese-English) staff of 20.

A private consortium, including union and industry representatives, raises money to offset operating costs. ACD subsidizes eligible parents to the full amount allowed by regulation (minus the consortium-raised contribution). The Center selects children by lottery.

Status: The program is highly successful and boasts the continued support of Chinatown's garment industry workers. Yet, demand for child care services remains greater than supply, as demonstrated by the center's constant and increasingly long waiting lists. For 1990, only 20 of 143 new applicants were accepted into the program due to limited spaces.

The program has not been replicated in other areas served by the union because, according to Susan Cowell, Vice-President of ILGWU, the need for child care is particularly acute in Chinatown, noted for the high number of children in its population. Consequently, ILGWU would prefer the expansion, rather than replication, of the Chinatown Center, especially since funds are scarce and increased support is so essential to the future of the child care program.

Funding: The budget for the first year of the Center's operation was approximately $247,000, about 50% of which was provided by ACD. New York State contributed $40,000 for the renovation of an underutilized city building, which now houses the Center. In 1990 the budget grew to $366,000 with more that 50% of the monies provided by ACD.

A private consortium, including the ILGWU and industry representatives, raises a fixed amount of $115,000 each year to fund the center. Substantial contributions have come from: Greater Blouse; ILGWU; Oriental Garment Manufacturers Association (a contracting group); Paul Reed, Inc. (an apparel shop located in Chinatown); Liz Claiborne; and the Foundation for Child Development among others.

In addition, parents pay a fee based on a sliding fee scale. The average is eight dollars a week. When applicable, an ACD subsidy is available, provided through the Job Training Partnership Act (JTPA).

Local Contact:
Susan Cowell, Vice President
International Ladies' Garment Workers' Union
1710 Broadway
New York, New York 10019
(212) 265-7000
CCAC National Advisory Panel Member

Current as of 12/90

NEW YORK
Neighborhood Child Care Initiatives Project

"We developed the Neighborhood Initiatives Program with Child Care, Inc. because we saw it as an efficient way to increase the supply of quality child care. Many people want access to child care in their own neighborhood. Everybody wants access to quality child care. The project has exceeded our expectations in all regards. We encourage the public and private sectors to increase their support for similar initiatives."

Beth Salerno
Vice President, American Express
Philanthropic Program
New York

Program: Neighborhood Child Care Initiatives Project

Location: New York City

Lead Sponsors: American Express; Child Care, Inc.

Type of Service: Recruitment and Training of Family Day Care Providers

Background: In 1983, American Express, a corporate leader on work/family issues which had begun to provide child care resource and referral (R & R) services to its own employees, recognized the need to expand child care in New York City. At the same time, Child Care, Inc. (CCI), a local R & R, was concerned about the lack of regulated family child care homes in the city. American Express and The Carnegie Corporation provided financial support to CCI to develop the Neighborhood Child Care Initiatives Project (NCCIP). American Express also assisted CCI in attracting other New York based corporations to support the project.

Design: The NCCIP is a program designed to expand the number of licensed family child care providers in New York City. CCI coordinates the project: identifying target communities, which have substantial numbers of families in need of child care and potential family day care providers; developing a training curriculum for providers; identifying local sponsors; providing some direct training; coordinating networks of providers; and directing financial support to the providers.

There are 10 networks operating in New York City under the NCCIP. Each local network is responsible for outreach advertising and recruitment. The network coordinators work with the providers and families through workshops and training sessions. Sponsors include: community colleges; child welfare organizations; a church; and a settlement house.

Status: Currently the networks are actively recruiting and training family day care providers. However, because of a lack of funding no new networks have been established.

To date, the networks have trained more than 600 providers, 300 of whom have completed the certification process. In total, the 10 operating networks have created spaces for 780 children.

Funding: The NCCIP is funded through a mix of public and private funds. These include corporate contributions, corporate fees for service, state grants, the Child Care Food Program, and foundations. CCI, to the extent possible, provides grants to selected networks. Networks submit annual requests to CCI for funding, which depends on the total amount of grants CCI receives from partners for the networks. In 1989, the networks received more than $70,000.

The overall NCCIP operating budget was more than $1.2 million in 1989. Partners who have provided funding to the project from its beginning include: American Express; Chase Manhattan Bank; Chemical Bank; Citibank; ConEdison; Manufacturers Hanover; New York Telephone; New York State Department of Social Services; U.S. Department of Agriculture.

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Current as of 12/90

NORTH CAROLINA
Corporate Champions Initiative

"I first got involved with Corporate Champions because I became convinced that the formative years were the most crucial....The business community got involved because employees are having child care problems, which result in stress and decreased productivity in the work place....Also young children are the future employees of America and we must devote more to them. There is no downside [to improving the child care situation].... The money we leveraged was a catalyst that got everyone else involved."

Bill Lee
Chief Executive Officer
Duke Power Company
North Carolina

Program: Corporate Champions Initiative

Location: Mecklenburg County, North Carolina

Lead Sponsor: Child Care Resources, Incorporated

Type of Service: Task Force, Financial Assistance

Background: Between 1980 and 1984 the number of jobs in Mecklenburg County increased by 11.1%, while the population grew by 7%. As the demands for labor grew, so did public and corporate awareness of the importance of child care options for working parents. In 1987, Bill Lee, Chief Executive Officer of Duke Power Company, encouraged representatives from some of Charlotte's largest employers to explore what could be done to address the child care issues of the workforce. The Corporate Champions Task Force was created to develop a county wide strategy to facilitate the expansion of quality child care. The Corporate Champions Initiative is an outgrowth of the task force recommendations.

Design: The Corporate Champions Initiative offers both technical assistance and financial incentives to child care providers. Financial incentives include: start-up grants of up to $25,000 to non-profit organizations seeking to create or expand child care centers; start-up grants of $200 for persons to establish newly registered family day care homes; and grants of $200 to family day care providers upon the successful completion of two series of training courses. The three-year goal is to create up to 1,000 new child care spaces in the county.

Corporate Champions is also working closely with both the City and County governments, and the Planning and Zoning Commissions to restructure zoning laws to foster the expansion of child care in Mecklenburg County.

Status: Between 1988 and 1990 Corporate Champions distributed or committed $187,500 to not-for-profit child care centers creating 512 new child care spaces. In addition, $8,800 was distributed among family child care providers who became registered, adding 198 new child care spaces to the regulated supply. In total $196,300 was distributed or committed to expand the supply of child care creating 710 new spaces.

The focus Corporate Champions brought to child care issues was also the catalyst behind an anonymous contribution of 1.3 million dollars that enabled the construction of a new YMCA center, creating an additional 148 child care spaces in the community.

As a result of increased community awareness and media attention to the Corporate Champions Initiative, particularly surrounding the need for child care in the uptown Charolette area, the Bruns Avenue School approached Corporate Champions with a plan to provide after-school care and expand its enrollment from 4-6th grade to K-6th. Bruns Avenue School has become an optional school providing after-school care for children in kindergarten through sixth grade. Parents can choose to send their children to the school even through they do not live in the Bruns Avenue district making it particularly suited to parents who work in the uptown area.

In 1988/1989 Corporate Champions distributed $34,400 in incentive grants to 172 family child care providers who completed a training course offered by Child Care Resources, a local resource and referral agency. In addition they have committed $9,000 in grants for Advanced Training for family child care providers. Corporate Champions also contributed $1,000 to partially fund a CPR training course for family child care providers in Mecklenberg County. Other Corporate Champions activities to improve the quality of care include a $3,600 grant to the North Carolina Day Care Association to fund special presenters at their 1990 conference attended by 1,100 child care professionals, and a $2,500 grant to co-sponsor a family child care appreciation dinner attended by 147 people, including child care providers. In total, Corporate Champions has reached 1,500 people with grants totaling $50,500 earmarked to improve the quality of child care.

In addition to its efforts to increase the availability of quality child care Corporate Champions was influential in the decision of the city and county government to lease publically owned land to child care facilities at a nominal cost. Corporate Champions also worked to ensure the implementation of the plan and successfully urged the State Legislature to pass a law giving Charlotte and Mecklenburg counties the authority to lease the land.

Corporate Champions has also produced an educational video tape on the involvement of the corporate sector in child care which has been purchased and viewed by interested groups from Alaska to Puerto Rico.

Funding: In 1987, the business community committed approximately $330,000 over a three year period (1988-91) for the Corporate Champions Fund to be distributed by the Foundation for the Carolinas under the direction of the Corporate Champions Task Force. Some of the corporations that contributed to the initiative and/or volunteered representatives to serve on the Corporate Champions Task Force include: Arthur Andersen & Co.; Branch Banking & Trust; Barclays American; Belk Brothers; Blumenthal

Foundation; Hoechst-Celanese; Duke Power; First Citizens Bank; First Union; IBM; Knight Publishing; Lat Purser & Associates; NCNB; Royal Insurance; Southern Bell; and United Carolina Bank. Child Care Resources Inc. contributes staff and training resources for the project at no cost to the fund.

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RHODE ISLAND
Highland Park Child Care Center

"The strengths of such partnerships [as the Highland Park Day Care Center] are that they spread the burden of child care among the State government, private employers and providers. Such programs also create new child care services and help families either defray child care costs or provide them access to child care."

The Honorable Nancy L. Benoit
State Representative
CCAC National Advisory Panel member
Rhode Island

Program: Highland Park Child Care Center

Location: Woonsocket, Rhode Island

Lead Sponsor: The Woonsocket Industrial Development Corporation (WIDC)

Type of Service: Consortium Child Care Center

Background: The Woonsocket business community had a growing problem with recruiting and retaining employees. Employers identified the lack of available child care as one reason for high employee turnover. The Woonsocket Industrial Development Corporation (WIDC), influenced by both employer concerns and the paucity of center-based care in the area, initiated a plan of action to remedy the Woonsocket child care situation.

Design: The Highland Park Child Care Center is a joint venture of the Woonsocket business community, the WIDC, and local and state government. The WIDC, which owns both the land and the non-profit child care center, leases the building to Woonsocket Head Start and Day Care for $1.00 per year. The center can accommodate approximately 85 children ranging in age from six weeks to five years. In order to provide child care benefits to their employees, Applied Plating Technologies, CVS/Mark Stevens Drugstores, Eastland Savings Bank, Marquette Credit Union, Equity Ventures (a real estate development firm) and Physical Therapist (a medical supply company) have purchased a total of 40 of the 50 available corporate slots in the center, one third of which are reserved for children of employees with low incomes. The Northern Rhode Island Private Industry Council (PIC) has also purchased 10 child care spaces using funds from the Job Training Partnership Act for the children of low and moderate income parents enrolled in the PIC's job training program. The remaining spaces in the Center are open to eligible low-income parents who are clients of the Rhode Island Department of Human Services.

Status: The Center opened in January, 1989 and operates at close to capacity, particularly in the toddler and pre-school classrooms. A replication of the Woonsocket partnership is currently underway at the Huntington Park Center in Providence, Rhode Island.

Funding: Funding for this project comes from a variety of sources. The $850,000 structure was financed with $100,000 of Community Development Block Grant money given by the city, and $100,000 donated by the State of Rhode Island as a special grant. Other donations include: Rhode Island Foundation ($20,000), June Rockwell Levy Foundation ($5,000), New England Telephone ($3,250), and Ocean State Charities ($3,000).

The WIDC has taken out a $600,000 mortgage with Eastland Savings Bank, one of the corporate purchasers of child care spaces. The Eastland Bank fixed the permanent mortgage rate at the beginning of construction in order to help the WIDC minimize mortgage costs.

In addition, the WIDC has equity in the project and provided a number of in-kind contributions, including the cost of the land, valued at $200,000.

Annual property related expenses including mortgage payments, property taxes, and insurance are financed by charging corporations $2,000 annually per child for corporate slots. Families pay on a sliding scale, the top weekly fees being $70 for preschool, $90 for toddlers, and $110 for infants. Eligible low income families may cover part of these costs through available Rhode Island child care subsidies.

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CCAC National Advisory Panel member

Current as of 12/90

TEXAS
After School Partnership

"PSI (Private Sector Initiatives) got the attention of corporate leaders....and principals paved the way for strong school involvement....but we couldn't keep everyone involved without stressing the quality of our programs. Quality will go a long way towards making sure the programs survive."

Joel Bridges
Executive Director
Private Sector Initiatives
Texas

Program: After School Partnership

Location: Houston, Texas

Lead Sponsor: Private Sector Initiatives (PSI)

Type of Service: After-school Care

Background: In 1986, a community-wide "Mayor's Hearing," co-sponsored by PSI and the Mayor's office, focused on the needs of unsupervised children. A consensus emerged that additional programs were necessary to meet the needs of latchkey children. Private Sector Initiatives (PSI), a private non-profit organization composed primarily of representatives of Houston's business community, joined in a partnership with the Houston Independent School District (HISD) and several non-profit community organizations to form the After-School Partnership. PSI had piloted the program concept with the local YMCA for about three years before launching the program in 14 elementary schools within HISD in the Fall of 1987.

Design: The After-School Partnership combines resources from the public and private sectors to provide an affordable alternative for children grades K through 5 who otherwise might go unsupervised at the close of the school day until 6 P.M. In addition to providing and maintaining the space for the project, HISD also covers the cost of certified teachers at each site who are available for two hours each school day to assist children with homework.

The private sector leaders help to underwrite the cost of the program for low-income families, and individual corporations also sponsor or "adopt" particular schools. Corporate employees serve on the After School Advisory Council, and volunteer to organize special events and activities. For example, Exxon Company, U.S.A. has organized school supply drives and a pen pal program for Houston's Harvard Elementary School. Technical services such as monitoring and evaluation are contracted for by PSI. The non-profit community groups responsible for operating the program are: the YMCA; the YWCA; Child Care Council for Greater Houston; and the Gulf Coast

Community Service Association. It is important to note that the operators must be responsible for running a licensed program.

Status: The After School Partnership sites are operating at about 80% capacity serving approximately 1,200 children at 26 program sites, 15 of which have been accredited by the National Association for the Education of Young Children (NAEYC). PSI is working to maintain and further improve the quality of care offered at the sites. To that end, the program has developed an "on-the-job" training center for new staff, and all programs are encouraged to seek accreditation from the NAEYC. Parent fees are on a sliding-fee scale from 25 cents to five dollars a day with discounted rates if more than one child in the family is enrolled.

Funding: In 1987, PSI raised about $180,000 from corporate partners to launch the program. In 1988, the figure increased to $290,000 because of a $100,000 grant from the Meadows Foundation, which was used to expand the program from the original 14 sites to the present 26. The 1989-1990 adjusted budget will be approximately $190,000.

The Houston Independent School District helps reduce the Partnership's operating costs by providing certified teachers and space free of charge. In addition, PSI coordinates the After-School Partnership at no cost. The gap between income generated by tuition fees and the cost of the program is made up by corporate contributions, which are pooled and then distributed to school programs as needed. The average cost per year to subsidize fees for the program is $200,000.

Corporate partners, many of whom also contributed to the program in 1987, include: Brown & Root,Inc.; Chevron; Conoco, Inc.; Exxon Company, U.S.A; Enron; Shell Oil Company; Tenneco Inc.; Texas Commerce Bank; and Transco Energy Company.

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Current as of 12/90

UTAH
Child Care Connection (CCC)

"The Child Care Connection of Utah is a perfect example of public and private cooperation in addressing the issue of quality child care.... We, in Utah, are grateful for such a fine example of a community-based organization."

The Honorable Orrin G. Hatch
U.S. Senator
Utah

Program: Child Care Connection (CCC)

Location: Salt Lake City, Utah

Lead Sponsor: American Express Company

Type of Service: Resource and Referral

Background: In 1982, the Junior League of Salt Lake City conducted a community wide survey which revealed that child care was a major concern among working mothers. The Junior League, unable to find organized and consistent information about child care options and family issues, developed a resource and referral (R & R) network called Child Care Connection (CCC). The Junior League ran the program for the first three years, after which time management was transferred to the Children's Services Society of Utah, a not-for-profit child welfare agency. With the assistance of American Express Company and Mervyn's, the R & R network expanded to serve 20 communities throughout Salt Lake City.

Design: CCC provides information about child care and names of available providers to parents using its services. Work/Family Directions, based in Massachusetts, has subcontracted with the Children's Services Society to offer enhanced R & R services to employees of corporate clients in Salt Lake City. CCC has similar contracts with a Philadelphia-based firm, The Partnership Group. In addition, CCC has contracted separately with three local companies, Blue Cross/Blue Shield of Utah, Morris - Ask Mr. Foster (a local travel agency), and UNISYS.

In order to encourage local employers to become more active in addressing the family concerns of the modern work force, CCC provides information about various employee child care benefits to interested employees and personnel managers. In addition, CCC offers technical assistance, and educational services.

Status: By November 1990 CCC had reached close to 7,000 families; 3,000 in 1988, 2,012 in 1989, and 1,938 as of November 1990. Since 1988 CCC has trained 600 active and potential family day care providers. In addition, CCC is currently providing technical assistance, including resource and referral, to 70 local companies in The Wasatch Front encompassing Weaver, Davis, Salt Lake, and Utah counties.

Funding: American Express and Mervyn's funding of $25,000 each in 1986 enabled the program to make the transition from a volunteer pilot project to an ongoing program of a long-standing community organization. American Express has thus far contributed $100,000 to the initiative and Mervyn's made an additional contribution of $20,000 in 1990. Donations from other local companies and foundations amount to approximately $6,000 a year. Income from the corporate contracts for enhanced R & R services for employees also contributed to CCC's 1990 budget of $100,000. The State Department of Licensing has committed $50,000 to CCC for 1990-1991. The grant will be used to implement a statewide training program operated by the Department of Licensing for family day care providers, including those in rural areas.

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Current as of 12/90

WASHINGTON
Early Childhood Education Center

"The significance of this program was the partnership formed by outstanding organizations and their combined resources to attack the problems of dropouts and illiteracy, among others."

Nadine Troyer
Vice-President & Manager
Community Relations Department
Seafirst Foundation
Washington

Program: Early Childhood Education Center

Location: Snohomish County, Washington

Lead Sponsor: The Private Industry Council

Type of Service: Child Care Center, Before and After-school Care, Summer Day Camp

Background: The Private Industry Council (PIC) of Snohomish County's concern about family and child welfare was heightened by a 1987 Social and Health Services paper reporting high levels of school dropouts, juvenile arrests, and teenage pregnancies in Snohomish County. For PIC, these facts suggested the need for an increased number of child care programs to provide academic and social enrichment to the county's youth. In addition, PIC felt these programs should be accessible to low income families. PIC contacted the Snohomish County Young Men's Christian Association (YMCA) to explore the formation of a public-private partnership to fund a variety of programs for parents and children in the community.

Design: Based on meetings throughout 1989 between the PIC, the YMCA and the Everett School District, a comprehensive program was developed to address early childhood and after-school care, parenting classes, as well as occupational training/job placement for parents.

The Early Childhood Education Center is projected to serve 40 children in its first year of operation, beginning in January, 1991. The center will be housed in a double wide mobile home on the grounds of The Hawthorne Elementary School, an Everett public school in a low-income neighborhood. The Everett School District will have ownership of the mobile home and, therefore, be responsible for maintenance. In addition, the center will be covered under the school's insurance policy. As part of the agreement the school district has guaranteed that the space will operate as a child care center for four years. The families enrolled in the state's public assistance program – the Family Independence Program (FIP) will be given priority for the first 30 center spaces. Center fees for parents

enrolled in the FIP will be paid by the PIC until the parents are employed. After the parents find employment they will be eligible for the YMCA's sliding fee scale of up to $300 a month. The remaining spaces will then be open to parents of children who attend Hawthorne Elementary school. The YMCA will operate the Center and recruit providers. Responsibility for curriculum development will be shared by the Everett School District and the YMCA.

School-age child care will also be an integral part of the program. Care will be provided from 6:00 A.M. to 6:00 P.M. In the first year, the school-age child care program is expected to serve ten children of FIP families. The YMCA will provide van transportation from the school to the YMCA after school-care site. Child care in the summer will also be provided by the YMCA through their summer camp program for pre-schoolers and school-aged children.

The Council will provide job training/placement in a variety of areas for families enrolled in the Family Independence Program. In addition, the PIC will sponsor parents enrolled in the FIP to attend parenting classes offered by the Everett Community College.

Funding: Funding for the project is being provided by the Seafirst Foundation (a local bank) as well as the Private Industry Council. The Seafirst Foundation's contribution of $50,000 will cover building and start-up costs. The land on which the mobile home will stand is an in-kind donation by the Everett School District. An additional $6,5000 was donated for the purchase of equipment by the Boeing Employees Good Neighbor Fund. The estimated operating costs of the program are $144,000 for child care, including pre-school and school-aged, and $72,000 for job training, both of which will be absorbed by the Private Industry Council and the Department of Social and Health Services using state monies from the Job Training Partnership Act and the Family Independence Program.

Local Contacts:

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Current as of 1/91

WASHINGTON
Security After School (SAS)

".... There are few after-school programs available in Washington, and those in operation are under-funded. Children from low-income families are affected the most because they often can't afford the registration fee."

John D. Mangels
Chairman
Security Pacific Bank,
Washington, N.A.
Washington

Program: Security After School (SAS)

Location: Washington

Lead Sponsor: Security Pacific Bank, Washington, N.A.

Type of Service: After-school and Summer Care

Background: In Washington State's King County alone an estimated 22,000 youths are left unsupervised before and after school because their parents can neither afford, nor find, quality after-school child care programs in the community. In response to various studies citing the growing number of crimes committed by youth as well as the rise in the number of teenage pregnancies, Security Pacific Bank decided to try to help stem the increases by addressing the lack of child care for young people, specifically 9- to 15-year-olds. In April, 1989, Security Pacific Bank committed to fund Security After School (SAS), a project designed to serve youths from less affluent communities who are most directly affected by the shortage of after-school and summer programs.

Design: There are two parts to SAS: SAS Place & SAS Grants.

SAS Place is located at Rainer Vista, a housing community operated by the Seattle Housing Authority, a public corporation which provides low-rent public housing to approximately 20,000 city residents, almost half of whom are children. The Authority has donated space in its community center, and promotes the program among Rainer Vista residents. The after-school and summer education programs are designed and operated by the local YWCA and are free. Registration is limited to the first 40 applicants. SAS programs for young people include activities in academics, athletics, the arts, community service, employment skills development, and music. The program will run for three years.

The SAS Grants Program was established to foster the improvement of after-school and summer programs statewide. Any not-for-profit 501(c)3 corporation, including public agencies such as school districts, wishing to enhance an existing youth program and

willing to enact educational project(s) similar to the ones endorsed by SAS Place may apply for a renewable $15,000 grant. As part of the application process, groups must submit funding proposals for the years following the completion of Security Pacific Bank's financial commitment.

Status: SAS Place became operational in the Rainer Vista community in May, 1989. The 31 spaces in the summer program were filled almost immediately. Currently, the after-school program operates from 3:00 to 7:00 Tuesday through Saturday with Saturday reserved for special events such as field trips. The program serves 30 nine to thirteen-year-olds and is staffed by two YMCA employees. In addition the YMCA contracts with experts in the fields of art, music and dance to conduct daily enrichment activities.

Forty-five applications for SAS grants were received by Security Pacific, and awards were made in July, 1989 to: The Boys' and Girls' Club of Snohomish County; East Central Community Center; Kitfap Family YMCA; and QCARE (Quincy Community Activities, Recreation and Education). These grants were renewed in 1990.

Funding: Security Pacific Bank committed $450,000 for the three year initiative: $270,000 will go to operating SAS Place, and $180,000 to the grants program. Four $15,000 grants are to be awarded each year. The Seattle Housing Authority, a public agency, is providing in-kind support through the donation of space. The YWCA is pursuing additional sources of financial support from the public and private sectors.

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Current as of 12/90

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APPENDIX I
EMPLOYER SUPPORTED CHILD CARE: CURRENT OPTIONS AND TRENDS

U.S. employers first provided child care assistance during World War II when women were actively recruited into the labor force and child care was considered a necessary incentive in the overall war effort.

Today, an estimated 5,400 employers across the country provide some form of child care assistance to their employees. Many of these employers are hospitals or high growth companies that want to attract and retain trained workers. The nationwide increase in the number of two-earner couples and single parents, along with the decline in the growth of the labor force, is leading more and more employers to consider the advantages of providing child care assistance.

In the early 1970's, most companies thought of an on-site day care center as the only way to meet employees' child care needs. Today there is both interest in, and experience with, a range of employer supported child care options:

PROVIDING DIRECT SERVICES

On-site or near-site centers. Companies may own and operate their own child care facility, construct a center and donate it to non-profit employee-operated groups, or contract with a for-profit or not-for-profit organization to run a center for company employees.

Consortium centers. A group of employers, sometimes together with a community agency and/or a union, may form a not-for-profit corporation to fund a day care center conveniently located to all firms contributing to the consortium.

Family child care networks. Employers contract with local agencies to recruit, train, and assist people to become licensed child care providers in their own homes. Family child care programs may be particularly appropriate for infants and can offer flexible hours for people who work odd shifts.

Emergency services. Employees report that making emergency arrangements – especially when a child is mildly ill – can be especially difficult. Employers can help pay for special sick child infirmaries or family day care homes, or for health care workers who go to the child's home.

Summer day camps. These are often organized by community agencies or unions and partially subsidized by the company.

PROVIDING INFORMATION

Child care resource and referral programs (CCR&R). These services are provided through in-house sources or by contract with a community based resource and referral agency. They may inform employees about the different forms of child care in the community: part and full day centers, family day care, group family day care homes; know

which programs have vacancies and have detailed information about each service; help parents choose the best arrangement for their child; help new child care programs get started; and speak out on child care issues.

Parent education seminars. Staff or outside consultants organize forums to inform working parents about resources in the community and to provide support on work and family issues.

PROVIDING FINANCIAL ASSISTANCE

Child care benefits. Subsidy and discount programs, Dependent Care Assistance Plans (DCAP) or reimbursement accounts for child care may be used to assist eligible employees with all or part of their child care costs.

Flexible or cafeteria-style benefits. Such plans offer child care as one of a range of optional benefits and allow employees to choose an employer-subsidized package best suited to meet family needs. This allows the employer to offer child care to employees without increasing the total cost of benefits.

Salary reduction or salary set-aside. An employee may elect to exchange a portion of salary for a non-taxable care benefit.

Voucher programs. An employee may select a child care program and submit an employer-financed voucher to the provider, to cover all or part of the cost of the services. This alternative gives parents full responsibility for choosing their child care provider.

PROVIDING FLEXIBLE PERSONNEL POLICIES

Employers can support the child care needs of their employees by instituting various flexible personnel policies–often with no increase in direct benefit expenses. These include flextime, sick child care leaves, part-time schedules, job-sharing, extended maternity and paternity benefits, and work-at-home plans.

Establishing such policies lets employees know that the employer is aware of and concerned about employees' efforts to balance the demands of work and family life. The option, or set of options a company selects will depend on the particular needs of management, employee needs and preferences, and community resources.

APPENDIX II

While the substance contained herein is CCAC's, the following CCAC National Advisory Panel members were especially helpful in our research:

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Arkansas

Sunne Wright McPeak
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California

Claudia Shuster
Capitol Region Education Council
Connecticut

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Save the Children
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Don G.Keown
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Therese Lansburgh
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Maryland

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Michigan 4C Association
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Jean James
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South Carolina

The Honorable Nick Theodore
Lieutenant Governor
South Carolina

Betty Anderson
Smith & Johnson
Tennessee

Maggie Roberts
American Express Company
Utah

The Honorable Howard Dean, M.D.
Lieutenant Governor
Vermont

Billie Young
Seattle Department of Human Resources
Washington

ABOUT THE CHILD CARE ACTION CAMPAIGN

The Child Care Action Campaign (CCAC) formed in 1983, is a national coalition of leaders from a wide range of American institutions: the media, government, corporations, unions, women's groups, academia. Our overall mission is to stimulate and support the development of policies and programs that will increase the availability of quality, affordable child care for the benefit of children, their families and the economic well being of the nation.

To accomplish this, CCAC provides information and original research to the public and to government and corporate policy makers about the needs of families with children, and the connection between these needs and national prosperity; and it advocates for additional investment in child care by employers, by labor and by federal, state and local governments.

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Hon. Hillary Rodham Clinton	State of Arkansas
Ted Cott	Communications Consultant
Vincent J. Fontana, M.D.	New York Foundling Hospital
Muriel Fox	NOW Legal Defense and Education Fund
Judith Kauffman Fullmer	Citibank

Ellen Galinsky	Families and Work Institute
Gary David Goldberg	UBU Productions
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Sheila B. Kamerman, D.S.W.	Columbia University School of Social Work
Kate Rand Lloyd	Working Woman Magazine
Julia Hines Mabus	State of Mississippi
Jane Macon	Fulbright & Jaworski
Kristin A. Mannion	PaineWebber Group, Inc.
Jay Mazur	International Ladies' Garment Workers' Union
Gerald McEntee	American Federation of State, County and Municipal Employees, AFL-CIO
Evelyn Moore	National Black Child Development Institute
Gwen Morgan	Wheelock College
Sondra L. Murphy	New York Women's Foundation
Ann Muscari	Kinder-Care Learning Centers, Inc.
Irene Natividad	National Women's Political Caucus
Arthur L. Novell	Markham/Novell Communications, Ltd.
Sally Orr	
Sue Plastrik	National Council of Jewish Women
Letty Cottin Pogrebin	Ms. Magazine
Bea Romer	State of Colorado
Sandra Salyer	Mervyn's
Francine Sommer	First Security Management, Inc.
James Strickland	Child, Inc.
Pierre Sutton	Inner City Broadcasting Corp/WBLI
Allan Thomas	Paul, Weiss, Rifkind, Wharton & Garrison
Dee Topol	Primerica Foundation, Inc.
Helen R. Walton	Walton Enterprises
Bernice Weissbourd	Family Focus, Inc.
Edward Zigler, Ph.D.	Bush Center, Yale University

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